



Management by Design

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**STRENGTHENING REGIONAL ECONOMIES THROUGH NON-GOVERNMENTAL
ORGANIZATIONS (STRENGTH)**

*(Grant Management Activity funded by the Regional Center for Southern Africa
(USAID/RCSA))*

**STRENGTH - CONTRACTOR
PERFORMANCE MONITORING REPORT
1 October 2000 - 31 December 2000**

Contractor: DATEX, Inc.

Contract #: 690-C-00-98-00226-00

Project: 690-0287, SO-1, SO-2, SO-3, SO-4, Strengthening Regional Economies
Through Non-Governmental Organizations (STRENGTH)

Dollar Value of Contract: \$17,022,432.99

Obligated Contract Amount: \$10,911,755

Reporting period: October 1, 2000 - December 31, 2000

I. Narrative: DATEX (Contractor Report)

- A. Background:** STRENGTH was awarded to DATEX, Inc., on August 18, 1998. This is the tenth quarterly performance report submitted under this contract.
- B. Expected Results:** In accordance with Section C.1.(b)(2), the primary indicator of achievement for the STRENGTH activity will be, at a minimum, the increased capacity of approximately 12 NGOs operating across the spectrum of the RCSA's Strategic Objectives contributing to the achievement of the Intermediate Results through regional programs. Attachment A is a list of specific results expected at conclusion of contract. These are part of the standard USAID quarterly report format under this heading.
- C. Major Activities:** Core Activities Scheduled: (for reporting period 1 October – 31 December)
1. Survey of NGOs in the Southern Africa Region and Database of Information on NGOs: *NGO Database:* Upon receipt from RCSA, (a) further refine and maintain the NGO database created by the short-term

contractor; and (b) link the RCSA and partner NGOs to other existing databases on the Internet. *Grant-Management Database*: the contractor shall be responsible for developing and maintaining grant files, including all required or relevant pre-award and post-award documentation and data.

2. Screening and Reviewing/Evaluating Applications and Notification to Unsuccessful Applicants: In conjunction with RCSA SO Team Management Committee and USAID Bilateral Missions, Screen and review/ evaluate applicants and take appropriate action as directed by the COTR.
3. Conduct of Pre-Award Organizational Assessments and Pre-Award Evaluations: As part of the institutional strengthening and capacity building of grantee organizations, the Contractor shall assist the NGOs which are included on the shortlist to undertake more in-depth Organizational Capacity Assessments (OCAs).
4. Follow-Up Technical Assistance: If the pre-award evaluations reveal significant or material deficiencies in any of the potential grantee systems, the Contractor shall, as requested or directed by the COTR, develop a brief proposal for providing or arranging for follow-up technical assistance as necessary in order to make the prospective grantee “grantworthy.”
5. Assistance in Program Proposal Preparation: Following the OCA and/or technical assistance, the Contractor, under the direction of the COTR, shall assist the applicants in preparing a revised application/ addendum to the original application. This process may be done directly by the Contractor or through a grant to the NGO, at the COTR’s discretion.
6. Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Application: The Contractor shall conduct written technical discussions/negotiations (in the form of a letter) with the short-listed applicants in order to ensure that the applications contain all information necessary for adequately defining the work to be performed, benchmarks and milestones, and anticipated results.
7. Evaluation of Revised Applications/Addenda: The revised applications or addenda to the original application will be reviewed according to previously established processes. The successful revised applications/addenda will form the basis of a Partnership Agreement and Action Plan between the NGO and the RCSA, and the grant between the Contractor and the NGO.
8. Analysis of Applications: For those applicants recommended for funding, the Contractor shall analyze the applications in accordance with Federal and USAID laws, regulations, policies and guidance.

9. Grant Approval and Award of the Grants: Contractor will sign and award grants on behalf of USAID, in accordance with applicable Federal and USAID regulations and requirements for file documentation, under RCSA direction, and subject to funds availability.
10. Post-Grant Technical Assistance to NGOs: As part of post-grant assistance to NGOs, the Contractor shall identify appropriate resources and coordinate technical assistance/training. To the greatest extent possible, technical assistance and training services will utilize southern African resources.
11. Short-Term Training and Logistics Support: The Contractor shall arrange a series of short-term training programs, including seminars, conferences, and study or exchange visits for NGOs tailored to each organization's needs.

D. Reports and Other Deliverables: Performance Monitoring Reports: The Contractor is to submit quarterly reports summarizing the progress of major activities in process in relation to the contract.

1. **Current Buy-Ins:** None
2. **Current subcontracting activities:** None

II. Performance: Summary of Activities Accomplished:
(to parallel outline topic C Above).

1. ***Scheduled Activity:*** Survey of NGOs in the Southern Africa Region and Database of Information on NGOs: *NGO Database:* Upon receipt from RCSA, (a) further refine and maintain the NGO database created by the short-term contractor; and (b) link the RCSA and partner NGOs to other existing databases on the Internet. *Grant-Management Database:* the contractor shall be responsible for developing and maintaining grant files, including all required or relevant pre-award and post-award documentation

Completed this Quarter: Weaknesses in the U.S. Government furnished database were reported to the COTR. It is recommended that either the past contractor or a new contractor be identified to rectify the deficiencies and data.

2. ***Scheduled Activity:*** Screening and Reviewing/Evaluating Applications and Notification to Unsuccessful Applicants: In conjunction with RCSA SO Team Management Committee and USAID Bilateral Missions, screen and review/evaluate applicants.

Completed this Quarter: DATEX staff continued to have meetings with the SO teams. Discussions focused on the process for evaluating and choosing individual projects submitted to them by selected or potential grantees. Part of the criteria used is the needs of the individual NGO organization and how a proposal would fit into the SO teams' intermediate results strategy.

Human Rights Trust of Southern Africa (SAHRT): Submitted a proposal to a) develop regional strategies to fight corruption and b) establish a common platform for policy makers, civil society, and anti-corruption institutions to share experiences in fighting corruption.

Inter Press Services (IPS): A proposal has been submitted to USAID/RCSA. DATEX is awaiting to receive it for review.

Federation of Regional Road Freight Associations (FRRFA): Submitted a proposal to support the establishment of a Secretariat and fund the development of the business plan.

The Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA): Submitted a proposal for support to provide technical assistance in organizing a meeting to evaluate its strengths and weaknesses as a regional organization, and develop an action plan to move the organization forward.

Telecommunications Regulators Association of Southern Africa (TRASA): Submitted a proposal for sustainability and capacity building of its Secretariat over a three year period.

Kalahari Conservation Society (KCS): Submitted a discussion document on their proposed expanded role as a regional player. DATEX staff has met with them.

IUCN/ROSA: Submitted a request for technical assistance in conducting a workshop to implement the recommendations emerging from the members Organizational Development Workshop.

Peace Parks Foundation submitted four proposals. The first proposes to track course graduates as they return to work in order to evaluate the impact the course has had on increasing their ability to perform on the job and to start to track their career path. The second proposes sponsorship of seven certificate students to attend the Diploma Course at the South Africa Wildlife College in 2001. The third proposes to provide funding for a Geographic Information System (GIS) that will provide a database information system to collect, manipulate, analyze and disseminate information on land uses in conservation areas, and rural settlements.

The fourth proposal, submitted in March 2000, is still under consideration. It proposes the construction of a joint facility for the coordination of open border management to provide tourists and park staff the ability to transverse the Kgalagadi Transfrontier Park which is situated in both Botswana and South Africa. Because of the complexities the proposal it is still being reviewed by the SO3 team.

Wildlife Colleges: Five wildlife colleges and two universities in Southern Africa, through the SADC-Wildlife Sector Technical Co-ordination Unit, submitted a technical assistance proposal to support a meeting to discuss how to improve and institutionalize the coordination of curriculum, regional accreditation procedures, and credit transfers with the region.

Food, Agricultural & Natural Resource Policy Analysis Network for Southern Africa (FANPAN): A proposal was submitted to fund the Secretariat for two years.

3. ***Scheduled Activity:*** Conduct of Pre-Award Organizational Assessments and Pre-Award Evaluations: As part of the institutional strengthening and capacity building of grantee organizations, the Contractor shall assist the NGOs which are included on the shortlist to undertake more in-depth Organizational Capacity Assessments.

Completed this Quarter: A visit was made to the following potential grantee during this quarter.

FANR-PAN : A pre-award desk audit/survey was conducted in November 2000.

4. ***Scheduled Activity:*** Follow-Up Technical Assistance: If the pre-award evaluations reveal significant or material deficiencies in any of the potential grantee systems, the Contractor shall, as requested or directed by the COTR, develop a brief proposal for providing or arranging for follow-up technical assistance as necessary in order to make the prospective grantee “grant worthy.”

Completed this Quarter:

SADC Parliamentary Forum (SADC PF): DATEX continues to have discussions with the Forum on the hiring of a full time accountant and establishment of accounting procedures. A meeting is scheduled with them in January 2001 when they are in Botswana for the SO1 Democracy and Governance workshop.

5. ***Scheduled Activity:*** Assistance in Program Proposal Preparation:
Following the OCA and/or technical assistance, the Contractor, under the direction of the COTR, shall assist the applicants in preparing a revised application/addendum to the original application. This process may be done directly by the Contractor or through a grant to the NGO, at the COTR's discretion.

Completed this Quarter:

Human Rights Trust of Southern Africa (SAHRIT): DATEX staff helped to revise and strengthen the proposal to develop a regional strategy and establish a common platform for policy makers, civil society, and anti-corruption institutions to share experiences in fighting corruption.

Wildlife Colleges: DATEX staff provided guidance for the preparation of a proposal for a meeting by the colleges, to formulate an agenda for the development of the regional coordination strategy on curriculum, accreditation and other issues.

Food, Agriculture, and Natural Resources Policy Analysis Network (FANRPAN): (Ongoing from last quarter) DATEX continued to help in revising the original proposal and budget to reflect the realistic needs of the organization.

ICRISAT: (Ongoing from last quarter) DATEX staff helped to refine their proposal/scope of work to develop SMINET, a network of key stakeholders in the production and marketing of sorghum and millet.

Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA) DATEX staff assisted in revising their proposal to conduct a meeting to evaluate its strengths and weaknesses as a regional organization and develop an action plan to move the organization forward.

Telecommunications Regulators Association of Southern Africa (TRASA): DATEX staff assisted in reviewing and revising the proposal for the sustainability and capacity building of TRASA's Secretariat and members.

Peace Parks: The DATEX team continues to have discussion on the four proposals submitted. The SO3 team has requested that the proposal for tracking course graduates to evaluate the impact of the course on their work performance be expanded.

IUCN/ROSA: DATEX staff worked with IUCN/ROSA to help lead discussions on the findings of the Organizational Development Strategy Meeting, to refine a proposal to provide training and support to IUCN-ROSA's members.

6. ***Scheduled Activity:*** Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Application. The Contractor shall conduct written technical discussions/negotiations (in the form of a letter) with the short-listed applicants in order to ensure that the applications contain all information necessary for adequately defining the work to be performed, benchmarks and milestones, and anticipated results.

Completed this Quarter:

Human Rights Trust of Southern Africa (SAHRIT): DATEX staff worked with the Trust to refine their proposal and see that necessary information was included for consideration.

Federation of Road Freight Association (FRRFA): DATEX staff met with the Executive Officer to discuss the revised application (which incorporated the findings of the strategic action workshop) and develop a budget to support the Secretariat.

The Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA): There were continual email and telephone conversations with the Chairman to refine and revise the proposal.

Telecommunications Regulators Association of Southern Africa (TRASA): DATEX provided input to the application and provided feedback from the SO2 team on outcomes that are expected from the proposal.

7. ***Scheduled Activity:*** Evaluation of Revised Applications/Addenda: The revised applications or addenda to the original application will be reviewed according to previously established processes. The successful revised applications/addenda will form the basis of a Partnership Agreement and Action Plan between the NGO and the RCSA, and the grant between the Contractor and the NGO.

Completed this Quarter:

The revised application from FARN-PAN was reviewed and SO4 accepted it as the basis of a Partnership Agreement between the NGO and RCSA.

The revised application from Federation of Regional Road Freight Associations (FRRFA) was reviewed and SO2 accepted it as the basis of a Partnership Agreement between the NGO and RCSA.

8. ***Scheduled Activity:*** Analysis of Applications: For those applicants recommended for funding, the Contractor shall analyze the applications in accordance with Federal and USAID laws, regulations, policies and guidance.

Completed this Quarter:

DATEX staff reviewed and performed a cost analysis to determine if the costs were reasonable and allowable for the FANR-PAN proposal for funding of the Secretariat, including up to four staff positions.

DATEX staff reviewed and performed a cost analysis to determine if costs were reasonable and allowable for the Federation of Regional Road Freight Associations (FRRFA) proposal approved by the SO2 Team to fund the secretariat.

DATEX staff reviewed and performed a cost analysis to determine if costs were reasonable and allowable for the ICRISAT proposal approved by the SO3 Team to fund a business and management plan.

9. ***Scheduled Activity:*** Grant Approval and Award of the Grants: Contractor will sign and award grants on behalf of USAID, in accordance with applicable Federal and USAID regulations and requirements for file documentation, under RCSA direction, and subject to funds availability.

Completed this Quarter:

Food, Agricultural & Natural Resource Policy Analysis Network for Southern Africa (FAN PAN): A grant was awarded on 12 November 2000 to fund the Secretariat for two years.

Federation of Regional Road Freight Association (FRRFA): A grant was awarded on 1 November 2000 to fund the Secretariat for Six months.

ICRISAT A contract was awarded to IRED to assist in the development of a business plan and mission statement.

Chobe Wildlife Trust: A no cost extension was prepared to finalize the Chobe River Front Management Plan on 7 November 2000.

SADC EIS Training and Education Sub-Program, at the University of Botswana, was awarded in December 2000.

10. ***Scheduled Activity:*** Post-Grant Technical Assistance to NGOs: As part of post-grant assistance to NGOs, the Contractor shall identify appropriate resources and coordinate technical assistance/training. To the greatest extent possible, technical assistance and training services will utilize southern African resources.

Completed this Quarter:

Food, Agriculture & Natural Resource Policy Analysis Network for South Africa (FANR PAN): As a new grantee Strength staff members met with FANR PAN in Harare to review the agreement, discuss reporting requirements, and see where technical assistance/training may need to be provided.

SADC Parliamentary Forum (SADC PF): Technical assistance continues to be provided in cash management, financial controls and budgeting. In the meantime SADC PF has been strongly advised to hire a full time account. RCSA has not provided official go-ahead for Datex to act as financial agents in the interim; thus no funds have been transferred since October.

Telecommunications Regulators Association of Southern Africa (TRASA): DATEX staff continues to meet with TRASA's Administrative staff to review the progress made in preparation of quarterly reports, including financial reporting and close out procedures.

Southern Africa Media Development Fund (SAMDEF): STRENGTH team members met with SAMDEF's staff to discuss preparation of quarterly reports, including financial reporting and close out procedures as they have had turn-over in staff. In addition there were meetings to discuss the loan program and possible changes that would be needed.

Southern African Research and Documentation Centre (SARDC): On two different occasions a STRENGTH team member met with SARDC program and administrative staff to review and discuss administrative procedures and determine whether there were any questions or issues.

CBTA: Technical assistance and oversight was provided on cash management including distribution of funds for per diem and payments of accounts. Ongoing assistance is being provided on financial reporting and technical report preparation.

11. ***Scheduled Activity:*** Short-Term Training and Logistics Support: The Contractor shall arrange a series of short-term training programs, including seminars, conferences, and study or exchange visits for NGOs tailored to each organization's needs.

Completed this Quarter:

SADC Parliamentary Forum (SADC PF): A STRENGTH team member provided on site support to the SADC PF in logistics and cash management distribution, control of funds for per diem and payment of accounts and record keeping for its program in Tanzania.

The Federation of Clearing and Forwarding Associations of Southern AFRICA (FCFASA): A STRENGTH team members acted as facilitator at the FCFASA strategic assessment meeting . In addition the STRENGTH team provided technical assistance in logistics, cash management, including distribution, control of funds for per diem, and payment of accounts and record keeping.

The Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA) and Federation of Regional Road Freight Association (FRRFA) have met and are considering joint efforts to collaborate in the early stages of establishing their secretariats.

III. Reports and Other Deliverables:

- A. *Scheduled Activity:* Performance Monitoring Reports:** The Contractor is to submit quarterly reports summarizing progress of major activities in process in relation to the contract.

Completed this Quarter: DATEX submitted the PMR in accordance with the contract.

- B. *Scheduled Activity:* Annual Work plan:** Sixty days prior to the anniversary of the effective date, the Contractor shall provide an annual work plan. Work plans shall describe activities to be conducted during the year at a greater level of detail than the statement of work in the contract.

Completed this Quarter: A work plan was submitted and accepted by the RCSA.

IV. Modifications: Administrative Information

Contract Line Item Number	Total Est. Contract Cost	Total Obligated	Level of Effort	Cum. Level of Effort	Unused Level of Effort	Expenditure (Qtr) Oct-Dec 00	Cumulative Expend Oct. 98-Dec00	Rem. Bal. Total Est. Cost	Rem. Bal./ Obligated
001:SO-1									
0001A: Admin. & Mng Services	766,016		N/A	N/A	N/A	44,190.28*	245,638.65	520,377.35	
0001B: Rep & Other Deliverables	NSP		N/A	N/A	N/A	NSP	NSP		
0001C: Technical Asst./Training	1,124,502		N/A	N/A	N/A	0	0	1,124,502	
0001D: Grants	4,498,697		N/A	N/A	N/A	839,984.41	2,145,140.10	2,353,556.90	
Sub-total: CLIN 0001 US\$	6,389,215	4,723,918.33				884,174.69	2,390,778.75	3,998,436.25	2,333,139.68
0002: SO-2									
0002A: Admin. & Mngl Services	478,122		N/A	N/A	N/A	71,791.52*	477,256.31	865.69	
0002B: Rep & Other Deliverables	NSP		N/A	N/A	N/A	NSP	NSP		
0002C: Technical Asst./Training	1,249,045		N/A	N/A	N/A	0	17,476.64	1,231,568.36	
0002D: Grants	1,903,440		N/A	N/A	N/A	25,386.63	368,030.63	1,535,409.37	
Sub-total: CLIN 0002 US\$	3,630,607	873,918.33				97,178.15	862,763.68	2,767,843.42	11,164.76
0003: SO-3									
0003A: Admin & Mng Services	744,879		N/A	N/A	N/A	104,428.09*	586,487.15	158,391.85	
0003B: Rep & Other Deliverables	NSP		N/A	N/A	N/A	NSP	NSP		
0003C: Technical Asst./Training	1,566,628		N/A	N/A	N/A	0	10,650	1,555,978	
0003D: Grants	2,351,078		N/A	N/A	N/A	6,272.00	480,789.22	1,870,288.78	
Sub-total: CLIN 0003 US\$	4,662,585	4,813,918.34				110,700.09	1,077,926.37	3,584,658.63	3,735,991.97
00004: SO-4									
0004A: Admin & Mng Services	394,795		N/A	N/A	N/A	40,506.81*	93,574.15	301,220.85	
0004B: Rep & Other Deliverables	NSP		N/A	N/A	N/A	NSP	NSP		
0004C: Technical Asst./Training	751,817.99		N/A	N/A	N/A	0	0	751,817.99	
0004D: Grants	1,193,413		N/A	N/A	N/A	61,050	61,050	1,132,363	
Sub-total: CLIN 0004 US\$	2,340,025.99	500,000				101,556.81	154,624.15	2,185,401.84	345,376.85
Total Amount US\$	17,022,432.99	10,911,755				1,193,609.74	4,486,092.85	12,536,340.14	6,425,662.15

* End-of-year billings have not yet been completed, thus the figures for December costs are projected based on past months.

Section II - PROJECT OFFICER'S COMMENTS

1. Comment on contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.

2. Comment on contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give example(s), if appropriate.

3. Comment on contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate.

4. React to contractor's assessment of performance regarding any of the activities/deliverables described in section IA, number 4 above.

5. Note areas for potential contractor improvement regarding management/provision of any services related to the activities/deliverables and/or specific contract results.

SO TEAM 1 Leader/RCSA/ADNR/D&G: _____
SO TEAM 2 Leader/RCSA/ADNR/EG: _____
SO TEAM 3 Leader/RCSA/ADNR/NRM: _____
SO-A TEAM 4 Leader/RCSA/ADNR: _____

Date _____

Section III - CONTRACT OFFICER'S COMMENT

1. Comment on any areas of concern particularly regarding Contractor's response to questions 4 and 5 in Section I above and Project Office's response to question 3 in Section II above.
2. Identify actions to support, correct, or improve contractor's performance (show-cause notice, cure notice, contract modification, incremental funding, technical direction to contractor, approvals and/or clearances, interpretations of statement of work or adjustments in work plans, feed-back to contractor regarding performance and/or deliverables) that need to be taken and indicate action officer and due date.

REGIONAL CONTRACTING OFFICER/RCSA

Date _____

Attachment A

SPECIFIC RESULTS EXPECTED AT CONCLUSION OF CONTRACT

(1) Tasks to be Completed by Contractor Under Section C, Statement of Work			
	Task		Task
X	Mobilization of Core Field Team	*	Analysis of Applications
X	Establishment of Local Office	*	Grant Approval and Award of the Grants
*	Survey of NGOs in the Southern Africa Region and Database of Information on NGOs		Post-Award Administration of the Grants
*	Grants Management Database	*	Post-Grant Technical Assistance to NGOs
X	Drafting and Advertisement of the RFA	*	Short-Term Technical Training and Logistics Support
X	Issuance/Distribution of the RFA	*	Program Performance Plans and Performance Reports
X	Receipt and Acknowledgment of Applications	*	Logistic and Administrative Support
*	Screening and Reviewing/Evaluating Application and Notification to Unsuccessful Applicants	X	Annual Work Plan completed for CY 2000
*	Conduct Pre-Award Organizational Assessments and Pre-Award Evaluations	X	Performance Monitoring and Evaluation Reports (Progress & Financial)
*	Follow-up Technical Assistance		Special Reports
*	Assistance in Program Proposal Preparation		Reports on Advances to Grantees and Interest/Refunds Remitted by Grantees
	PVO Registration	X	Other Reports and Information Products
*	Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Applications		Final Completion Reports
*	Evaluations of Revised Applications/Addenda		

X completed

* In progress/on-going

(2) Performance Standards:

- Quality of Work and Reports/Deliverables
- Cost Control/Effectiveness
- Timeliness Cost Control/Effectiveness
- Customer Satisfaction by USAID
- Customer Satisfaction by End-Users
- Effectiveness of Key Personnel